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ABSTRACT

The study of child care practices of a selected group of 320 working mothers in eight business organizations representing major employers of women in New York City included an assessment of the relationship of employer personnel policies and practices to the child caring needs of the mothers. It attempted to determine child care practices and preferences of working mothers and to examine the child care-related factors which, in the mother's judgment, affect her job performance. It also analyzed the findings and determined the implications for development of child care services and possible employer actions. Special attention is paid to odd-shift working mothers. More than half of the working mothers in the study were the sole support of their families (52.8 percent) and black (51.8 percent). On the basis of New York requirements, at least half the working mothers would probably be eligible for public assistance if they were not working. The study's findings may be generally assumed to represent the responses of low income working mothers. (An appendix includes detailed data tables, the questionnaire, and a glossary.) (AG)

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EMPLOYER PERSONNEL PRACTICES AND CHILD CARE ARRANGEMENTS OF WORKING MOTHERS IN NEW YORK CITY

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

Women's Bureau
Employment Standards Administration
U.S. DEPARTMENT OF LABOR

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The Day Care Council of New York, Inc.

114 East 32nd Street, New York, N. Y. 10016 • MUrray Hill 5-7017

July 14, 1972

Preface

"Womanpower"

The Day Care Council of New York is a federation of 170 day care centers serving the children of working parents in the Metropolitan New York Area. The Council was first organized in 1947 as a means of fighting for the fiscal survival of these centers after war-time child care funds were cut off. During World War II, day care funds had been generously provided for children whose mothers worked in defense industries and the concept of day care for these children was then both popular and patriotic. Since that time, the New York Day Care Council has been the voice of the diverse citizen groups concerned with good care for children during the hours their mothers are away from home at work.

As part of this ongoing commitment the Council has been active in promoting good relations between day care programs for children and the industries which employ their mothers. In this area, the Council recognized concerns on the part of some working mothers for the adequacy and dependability of their child care arrangements and how this might affect their ability to fulfill their job requirements. On the other hand, the Council also recognized the legitimate concerns of industry as reflected in the cost of employee turnover, absenteeism and tardiness in the event that these factors might have any relationship to the working mother's child caring arrangements.

In this context, the Council undertook this brief study sponsored by the Women's Bureau of the Department of Labor. The major purposes of the study were as follows:

1. To determine whether and to what extent, industry concerns itself with the child caring needs of its women employees, either through counseling at the time of employment or through any special considerations of the child-care problems of working mothers.

2. To determine whether or not industries which employ large numbers of women would be interested in developing day care services for their employees or in providing other supports for working mothers.

3. To determine whether or not planners of day care programs should consider extending existing services to include round-the-clock, seven-day-week operation in order to serve the needs of mothers who might be employed on night, week-end or odd-hour shifts. (See Summary of Conclusions and Implications.)

We are grateful indeed for the enthusiastic cooperation accorded us in this effort by the participating industries, the volunteer interviewers who gathered the information and to Mrs. Nancie Stewart, Mrs. Marjorie Grosett and Mrs. Sylvia Benenson, whose special charge the project was.

We trust that the resultant study will provide answers to some of the questions posed as well as point to the new avenues of needed exploration.

The Board and Staff
of the Day Care Council

PEAT, MARWICK, MITCHELL & CO.
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WASHINGTON, D. C. 20036

July 15, 1972

Mrs. Joyce M. Black, President
Day Care Council of New York, Inc.
114 East 32nd Street
New York, New York 10016

Dear Mrs. Black:

Peat, Marwick, Mitchell & Co. is pleased to transmit to you this study of child care and job performance. This exploratory study of eight employers' personnel practices and 320 working mothers' child care arrangements was conducted in New York City over the last year. Section II of this report summarizes conclusions and implications of the study.

The information developed in this study will contribute in at least three areas:

- Planning for employers' personnel practices in relation to the child care needs of employees in large urban areas.
- Providing insights into a significant national public policy issue--the preferences of low income working mothers for specific types of child care and the relationship between their satisfaction with these arrangements and their ability to maintain their financial independence without welfare assistance.
- Identifying areas in which further study of the working experience of mothers is needed in order to determine more specifically the relationship of child care to job performance.

Throughout the study, we encountered cooperation and helpfulness of numerous organizations and individuals, which we are pleased to acknowledge. Each of the eight participating business and governmental organizations contributed many hours of their personnel for the study. In addition, each organization's representative served on the study's advisory committee. Mrs. Nancie B. Stewart chaired the committee and

participated in planning the study. Mrs. Marjorie Grosett was extremely helpful throughout the study. We particularly wish to acknowledge the assistance and major contribution of Mrs. Sylvia Benenson and the 16 volunteer interviewers she recruited and supervised in the conduct of the interviews.

Very truly yours,

PEAT, MARWICK, MITCHELL & CO.

Peat, Marwick, Mitchell

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I. INTRODUCTION

This study of child care practices of a selected group of working mothers in eight business organizations in New York City was conducted under auspices of the New York Day Care Council (the Day Care Council) by Peat, Marwick, Mitchell & Co. (PMM&Co.), with financing from the U.S. Department of Labor and sponsorship of the Women's Bureau.

The purposes of the study, initiated in July 1971, were as follows:

1. To assess the extent to which employer personnel policies and practices respond to child caring needs of female employees.

2. To determine child care practices and preferences of working mothers.

3. To examine the child care related factors which, in the mother's judgment, affect her ability to fulfill her job responsibilities.

4. To analyze the findings and determine implications for development of child care services and possible employer actions.

The study was viewed as being exploratory and descriptive. One aim of the study was to provide information and insights applicable in New York as well as in other cities to discover areas in which private and public employers could act to alleviate problems in the care of working mothers' children.

BACKGROUND

In the year ending March 1971, the number of married women taking jobs or seeking work increased by 153,000 over the preceding year, bringing the total number of married women in the labor force to 18.5 million.1/ This figure represented 41 percent of all married women; in March 1961, 33 percent of all married women were in the labor force.

A significant trend with major impact on the U.S. labor market reported by the Department of Labor, Bureau of Labor Statistics, has been the accelerated increase in the number of married women with children who have entered the active labor force. In March 1971, 12.2 million working mothers were in the labor force. Of these, 10 million were married and living with their husbands. The proportions of these mothers in the labor force were as follows: 26 percent of mothers with children under 3 years of age; 36 percent with children between 3 and 5 years of age; and 49 percent with children 6 to 17 years of age only.

1/ Data refer to married women with husbands present.

Mothers who are widowed, divorced, or separated from their husbands are even more likely to be working. The 2.1 million such mothers in the labor force in March 1971 included about half of those with children under 6 years of age and more than two-thirds of those with children 6 to 17 years only.

These figures are based on national studies; employment rates of mothers are assumed to be even higher in heavily urbanized areas.

Compared with other nations the United States has been slow to focus on the problems of care and education of children in families in which either both parents or the sole parent must work. The advent of increased concern was marked by Project Head Start in 1965, which was largely motivated by efforts to move people out of poverty. Head Start aimed to intervene at an early age to break the cycle of dependency among poor families. This effort sharpened public awareness of child care problems and needs.

In New York City some of the most advanced child care in the country can be found. However, child care efforts have been hampered in expanding services to meet the needs of all eligible children. Approximately 17,000 children are currently being served in more than 200 publicly funded day care centers. It is estimated by the Day Care Council that large additional numbers of children need or could benefit from organized group care. From the waiting lists maintained in current centers, a conservative estimate would be that 10,000 additional children need day care.

PARTICIPANTS IN THE STUDY

The organizations, firms, and individuals participating in the study are identified below:

(a) Labor-Management Services Administration of the Department of Labor

The Labor-Management Services Administration (LMSA) of the Department of Labor (DOL) funded this project.

(b) Women's Bureau of the Department of Labor

The Women's Bureau of the Department of Labor sponsored this project, monitored progress throughout the study, and provided helpful advice.

(c) The Day Care Council of New York

The Day Care Council of New York initiated and planned the study and provided leadership for its conduct. The Council is a federation of citizen groups sponsoring day care programs. These groups represent over 170

licensed, city-funded day care centers operating in the five boroughs of New York. In addition, 16 volunteer interviewers were recruited by the Day Care Council to assist PMM&Co. consultants to gather data on working mothers and employers.

(d) Peat, Marwick, Mitchell & Co.

PMM&Co. consultants designed and conducted this research project. The consultants' background included social research as well as personnel management.

(e) Project Advisory Committee

Key individuals from representative New York City businesses provided advice and guidance to the Day Care Council and PMM&Co. consultants. Members of the Advisory Committee were selected from major employers of working mothers. Advisory Committee members were professionally involved in public and private personnel administration and employee relations. Each of the organizations participating in this study appointed a representative to the Advisory Committee.

(f) Participating Firms and Organizations

Eight public and private firms selected to participate in the study authorized interviews with management, personnel officials and other "key" employees, and working mothers. The firms were selected because they were major employers of women in New York City, and would thus provide a cross section of industries employing working mothers. The eight participating firms were:

- Abraham and Straus (department store)
- Consolidated Edison Company of New York, Inc.
- Equitable Life Assurance Society of the United States
- First National City Bank
- Metropolitan Life Insurance Company
- New York Telephone Company
- New York University Medical Center
- United States Postal Service

II. SUMMARY OF CONCLUSIONS AND IMPLICATIONS

This investigation of the relationship between child care and job performance was undertaken as a preliminary inquiry, in which the child care arrangements of 320 mothers were studied. These mothers were employed in eight organizations representing major employers of women in New York City. The study included an assessment of the relationship of employer personnel policies and practices to the child caring needs of working mothers. In addition, working mothers were asked to identify off-the-job problems, including child care related problems, that affected their job performance and tenure.

The implications of the study findings are bounded by the New York City location and the nature of the eight organizations. However, the characteristics of the study group provide a basis for significant insight into the attitudes of low income working mothers in northern metropolitan communities.

DETERMINATION OF INCOME LEVEL

More than half of the working mothers in the study (52.8 percent) were the sole source of support for their families. Another 41.3 percent worked to supplement their husbands' incomes. About 63 percent of the mothers were members of minority groups, with the majority (51.8 percent) of the study group being black. Three-fourths of the mothers were employed in clerical positions, and about two-thirds had high school educations.

While the study did not secure salary information on the mothers or their spouses, it was concluded that the majority represented "low income" working mothers in New York. The 1971 Area Wage Survey for the New York metropolitan area, updated for 1972, reports an approximate annual salary range of $4,600 to $11,800 for clerical workers. The nature of the educational backgrounds of the working mothers in the study suggests the majority fell at the lower end of this range. In addition, another 5.5 percent of the working mothers studied were service personnel who, it is estimated, earned in a range of $4,300 to $7,000 in New York in 1972.

Two additional factors provide background for an assessment of the income of the study population. The New York State Department of Social Services has defined as a "potential" recipient of Aid to Families with Dependent Children (AFDC) any family of four persons earning less than $7,500 (after taxes) per year. In addition, the Community Council of Greater New York defined $11,090 (gross) as an annual moderate level of living cost for a family of four for New York City in October 1971.

On the basis of these factors it was concluded that at least half the working mothers in the study would probably be eligible for public assistance if they were not working, as they appeared to meet AFDC criteria for categorical linkage and financial status. The availability and adequacy of the child care arrangements of these women have assumed greater importance in light of the recently passed Talmadge Amendments to the Work Incentive Program and the national concern for welfare reform.

CHILD CARE ARRANGEMENTS AND NEEDS

The study aimed to determine the child care arrangements and preferences of working mothers ranging from low to middle income, and of mothers requiring child care after school, on weekends, and in the evening. A major section of the report presents these data.

The 320 working mothers in the study reported a total of 613 children, or an average of about two per mother. Thirty-three percent of the children were classified as preschool, ranging up to five years in age. A special breakdown was made for children under two years old. The remaining 67 percent of the children were classified as school age.

A special analysis was made of 68 working mothers holding "odd shift" jobs in which their work was scheduled for week night shift, weekend day shift, and weekend night shift hours.

Based on the assessment of income made earlier in this summary, it was concluded that the majority of the working mothers in the study should be classified as low income, rather than as middle income. Therefore, the study's findings in this area may be generally assumed to represent the responses of low income working mothers.

(1) General Findings for Low Income Mothers

General findings regarding child care arrangements and preferences were as follows:

> Most of the working mothers (82.1 percent) arranged for child care in their own or in another person's home. The remainder arranged for child care in organized group care facilities.
>
> Organized group care was used more often for children two to five years old than for either of the other age groups. Arrangements in the mother's own home were made most often for school age children. More than one-half (53.4 percent) of the infants up to two years old were cared for in another person's home.

- Cost of care was lowest for organized group care. (This appears to reflect New York's publicly subsidized child care programs.) Care in private homes for preschool children was the most expensive reported by the mothers. Care of school age children in their mother's own home was least expensive.

- The majority of working mothers (79.7 percent) reported satisfaction with their child care arrangements. Nine out of ten mothers (91.5 percent) with children in organized group care expressed satisfaction.

- Mothers who expressed dissatisfaction with child care arrangements tended to focus on contacts with undesirables, inadequacy of supervision, and the absence of learning. About half the mothers cited dissatisfaction with the cost of care.

- About one-third (37.5 percent) of the mothers expressed a preference for an arrangement other than their present one. Of these, most preferred organized group care over their current arrangements. However, close to one-half (43.5 percent) preferred their current arrangements, including care in private homes.

- A relatively large number of mothers reported lack of knowledge or indecision about child care. A number of working mothers were undecided about their preferences for mode of child care (20.0 percent), did not know whether there was an organized child care facility in their neighborhood (30.6 percent), and did not know whether it was feasible to bring their preschool children to a child care center at or near work (26.6 percent).

(2) Findings for After School Care

About 67 percent of the children of working mothers in the study were school age. This represented 407 children ranging in age from six years up to 18 years. A total of 172 were age 5-10 years; 152 were age 10-14 years; and 83 were 14 years and over. Highlights of the findings for this group are as follows:

. Most (67.5 percent) care arrangements were in the mother's own home; about 21 percent, in another person's home; and 11.6 percent, in an organized group care facility.

- The average paid per child per week for after school care ($6.27) was about half that paid for preschool care. However, care in another person's home was more expensive ($10.85). After school care in an organized group facility was almost as costly ($6.83) as that for full-day care for preschool children ($7.70).

- Most of the mothers of school age children were satisfied with their current child care arrangements (80.6 percent). This percentage of satisfaction was about the same as the findings for the entire study group.

- About 39 percent of the mothers preferred to care for their school age children in their own or in another person's home. However, about 30 percent would prefer organized group care. Another 30 percent did not indicate a preference.

- When asked whether there was a child care center in their neighborhoods, many more of the mothers of school age children (38.9 percent) did not know as compared with mothers of preschool children (23.9 percent). An additional 8.3 percent of mothers of school age children failed to respond to this question.

While the majority of the mothers of school age children reported satisfaction with their arrangements, for the most part in their own homes, a large number were uninformed about child care facilities in their neighborhoods. They may have been unaware of the values, in terms of education or socialization, of organized group care with professional input.

(3) Findings for "Odd Shift" Mothers

A current issue in New York is whether 24-hour child care services or weekend services should be established. The size of the group of "odd shift" working mothers surveyed in this study was not sufficiently large to serve as a base for conclusions. In general, however, the responses of mothers working odd shifts represented an exaggeration of the responses of the total group. This conclusion is illustrated in the following facts:

- None of the night shift workers used organized group care arrangements. This probably reflects the almost total lack of night time service offered by such facilities.

- Odd shift mothers reported a greater preference for having their children cared for in private homes.

- Odd shift mothers were more dissatisfied with present child care arrangements.

More of the odd shift mothers did not know whether there were organized group care centers in their neighborhoods.

More of the odd shift mothers were undecided about the feasibility of bringing their children to their place of employment to be cared for.

EMPLOYER PRACTICES AND ATTITUDES

It was concluded that the employers participating in this study do not generally consider child care a major problem. Although there were many indications of individual manager's and supervisor's concern for the occasional difficulties borne by working mothers in providing child care, findings indicated little or no evidence of employer-sponsored counseling, referral, or subsidization of child care programs.

Personnel directors indicated that personnel policies have been amended to be responsive to changing community needs in the area of providing increased employment opportunity to disadvantaged groups. At the same time, however, they consistently omitted references to employee child care concerns or problems.

Both employees and employers, however, indicated the existence of various mechanisms available to the working mother to help cope with the need for providing child care. Most of these mechanisms are used for a wide variety of personal problems and were not adopted or implemented for the specific purpose of providing for child care problems. These practices included use of a work place telephone for personal calls, late arrival at or early departure from work, assignment to more convenient work shifts, part-time work, and the like.

FEASIBILITY OF EMPLOYER SPONSORSHIP OF CHILD CARE

Although employers covered in this study generally met certain criteria hypothesized to be associated with a readiness to support child care programs of one sort or another, none was actually pursuing such activities at the time of the study, and none anticipated doing so in the next few years. These "conditions of readiness," drawn from earlier studies, and the number of companies complying with each category are detailed in Chapter III.

There are several possible reasons why these conditions were not motivating factors for the eight companies studied. First, it appears highly likely that the generally depressed economy of the past two years significantly influenced decisions about sponsoring child care or

related activities. (The general economic climate is known, for example, to have influenced and modified the KLH day care experiment in Boston after that project had been established.) Also, there appears to be some significance in the fact that employers were aware of the existence of relatively extensive public subsidy of child care programs in New York City.

In addition, the mode of travel of the New York working mothers appears to have adversely influenced the feasibility of establishing child care centers at places of employment. While in other cities, particularly smaller communities, more working mothers tend to use automobiles to get to work, most mothers in the study used public transportation. More than half (53.4 percent) of the mothers of preschool age children used the subway, while another 36.2 percent used either a combination of bus and subway or bus alone. Only 5 percent lived within walking distance and 4 percent used an automobile. Therefore, they generally expressed concern that transport of small children to work place day care facilities would be difficult.

The possibility of employer sponsorship of child care facilities for working mothers was one of the motivations for this study. On the basis of the study's findings, it is questionable whether it is feasible for businessmen in New York City (or other major metropolitan areas) to establish child care centers at the place of business, as a general practice. Other possible arrangements have significant potential, such as employers' sponsoring child care centers in neighborhoods where large numbers of employees reside. It is also apparent that there are a number of other actions that employers can and do take to recognize the child caring needs of female employees.

RELATIONSHIPS OF OFF-THE-JOB PROBLEMS AND WORK PERFORMANCE

Both working mothers and employers expressed opinions about the extent to which personal problems interfered with job performance. The following insights into this topic were gained:

- One-half of the managerial staff knew of working mothers who had terminated work because of child care problems. However, about one-half of the managers considered the job performance of working mothers average or better than average.

- Two out of five working mothers reported off-the-job problems which interfered with job performance. However, only 17 percent of the mothers said the problem was undependable child care. Most of the off-the-job problems related to illness on the part of a child, the working mother, or another family member.

- Almost 16 percent of the working mothers had considered quitting work because of child care problems.

- About 17 percent of the working mothers reported they had previously quit a job because of child care problems.

Off-the-job pressures that build up to the point they cause job termination or serious consideration of it are visible but inferential evidence of interference with job performance. The fact that other employees were not included as a control group in this study limited an assessment of this area. There was disagreement among both employers and working mothers as to the effect of child care problems on job performance.

These data suggest that working mothers do indeed have off-the-job problems which from time to time affect their job performance. However, it is not clear whether these pressures are greater than those for other employees who are concerned with other kinds of problems, such as illness of a spouse or aged parent, responsibility for a disabled relative, etc.

IMPLICATIONS FOR PLANNING

1. Most employers did not consider child care a special problem differentiated from other personal problems of their employees. However, they made allowances for handling such personal problems with a variety of accommodations ranging from part-time employment to rearranging schedules.

2. The time is not propitious in New York City to expect that employers will consider sponsorship of child care programs. A time of more full employment may kindle this interest.

3. The child care needs of mothers working odd shifts should be studied in greater depth. The small number interviewed were more dissatisfied with their child care plans, or more undecided about child care, than were day shift mothers.

4. The importance of the relationship between child care and job performance, as well as the difficulty of studying this issue, suggests that further study be directed to this area.

5. There was general lack of knowledge among the working mothers about neighborhood child care resources. Many of the mothers interviewed did not express preferences for the care of their children and appeared uncritical of the quality of their child care arrangements. Both management and neighborhood organizations have a role in informing mothers on resources and adequate standards of care.

6. There was general satisfaction expressed by the mothers with their present child care arrangements. This was especially significant in the case of school age children, for most of these mothers used in-home care (67.5 percent) and 80 percent of these were satisfied with this plan. This has implications for future legislation establishing programs of child care in a variety of settings.

7. When mothers expressed dissatisfaction with care in their own homes or in the homes of others, 80 percent listed "contact with undesirables" as the reason. In an urban area, particularly, this may well mean contact with drug users and pushers. Does this dissatisfaction really concern lack of supervision?

8. About 94 percent cared for their infants in private homes. Does this represent preference or lack of group facilities?

9. The highest percentage of satisfaction (nine out of ten) was expressed by mothers who reported the use of organized group care. If availability were not a problem, would a majority of mothers select group care as a preferred mode, especially for children aged three to five years?

IMPLICATIONS FOR FURTHER STUDY

1. Because of the importance of income information for child care planning, future studies should overcome the obstacles to securing such data directly from those interviewed.

2. It can be hypothesized for further study that all employees have off-the-job problems that influence performance; but the problems of working mothers are generally associated with child care while the problems of others are associated with a variety of family and personal matters. The validity of conclusions regarding off-the-job problems of mothers can be assured only through a comparison with a control group of other employees.

3. To obtain complete and accurate information on the child care needs of odd shift working mothers, follow-up study would have to include interviews on weekends and at night time, after selection of organizations where large numbers of mothers work these odd shifts.

4. To determine the most appropriate response of employers to the child care needs of their employees, the feasibility of a broad range of personnel practices for the handling of personal problems should be studied. In this regard, it should be determined how child care problems differ from other family obligations and personal problems.

5. Data relating to turnover due to child care problems (17.2 percent is suggested in this study) should be compared in a future study with data on terminations of all employees for all reasons.

III. FINDINGS

The findings of this study of child care practices, problems, and needs of working mothers and related personnel practices of their employers are presented in the following five sections:

- Characteristics of working mothers in this study;
- Present and preferred child care arrangements;
- Employer attitudes related to child care;
- Working mother and employer concerns about child care policies and practices; and
- Analysis of odd shift working mothers.

CHARACTERISTICS OF WORKING MOTHERS IN THIS STUDY

The detailed characteristics of the 320 working mothers in this study are presented in Tables 1A - 9A of the Appendix.* Project interviewers most often encountered working mothers who were black (51.8 percent) or members of some other minority groups (11.3 percent), who had a high school education (68.8 percent), and who were employed as clerks (75.3 percent). The working mothers studied had an average of two children ranging from one month to over fourteen years old. The women were either the sole source of support of their families (52.8 percent) or worked to supplement their husbands' incomes (41.3 percent). Thus, a total of 94.1 percent worked for economic reasons. Most of them (85 percent) worked full time Monday through Friday.

The variety of working mothers studied included persons having the following characteristics:

- Three out of ten (28.1 percent) were white.
- One out of four (26.2 percent) reported some post-high-school education or training.
- Approximately five percent were employed in each of the professional (4.9 percent), managerial (6.4 percent), sales (4.6 percent), and service (5.5 percent) occupations.
- About one out of ten (12.1 percent) had at least one child under the age of two.

*Tables in the Appendix are numbered 1A through 18A. Tables in this Chapter are numbered 1 through 19.

- Four out of five (82.6 percent) of those who worked part time reported that they would work full time if they could solve their child care problems.

- Approximately one out of six (15.6 percent) worked an odd shift, including week night shift, weekend day shift, and weekend night shift.

The 320 working mothers in the study reported a total of 613 children, or an average of about two per mother. In this study, 33 percent of the children were classified as preschool, ranging up to five years in age. The remaining 67 percent were classified as school age.

PRESENT AND PREFERRED CHILD CARE ARRANGEMENTS

The present child care arrangements of working mothers, satisfaction with child care arrangements, preferred mode of child care, and barriers preventing use of organized day care were analyzed to identify critical factors to be considered in relation to the development of future child care programs. The findings of this analysis are presented in the following paragraphs.

(a) Present Child Care Arrangements and Costs

The present child care arrangements of working mothers, mode of supervision, and cost of day care are indicative both of prevalent patterns and of problems with which the mothers must cope in order to work. Three conclusions can be made about present child care arrangements summarized in Table 1 on the following page. Detailed data are shown in Table 10A in the Appendix.

1. The mode of child care varied considerably among age groups of children, but it was most often arranged for in a private home, either the mother's own home or that of another person. Nearly one-half (48.0 percent) of the reported child care arrangements were located in the home of the working mother. Care in a private home was arranged:

   - 94.2 percent of the time for infants to two year olds;

   - 63.6 percent of the time for nursery school age youngsters, age two to five years;

   - 88.4 percent of the time for school age youngsters.

   Care in the mother's own home was used most often for school age children (67.5 percent). Only one out of five of the mothers (20.9 percent) cared for their nursery school age children in their own home.

Table 1

WORKING MOTHERS' PRESENT CHILD CARE ARRANGEMENTS BY AGE GROUP OF CHILDREN

Care Arrangement	Age Group of Children			
	0-2 Years	2-5 Years	School Age	Total
		Number		
Mother's Own Home	29	23	122	174
Another Person's Home	38	47	38	123
Organized Group Care	4	40	21	65
Total*	71	110	181	362
		Percent		
Mother's Own Home	40.8	20.9	67.5	48.0
Another Person's Home	53.4	42.7	20.9	34.0
Organized Group Care	5.8	36.4	11.6	18.0
Total	100.0	100.0	100.0	100.0

* Totals do not add to the number of children of working mothers because only one arrangement was tabulated for each respective age category regardless of the number of children the mother may have had in that category.

2. One-third (34 percent) of the child care arrangements were located in the homes of other persons. Care in the home of another person most often involved infants up to two years old (53.4 percent) and nursery school age youngsters two to five years old (42.7 percent). Only one out of five of the care arrangements for school age children was in the home of another person.

3. Organized group care was used least often. This arrangement was made in one out of five cases. Organized group care was used most often for nursery school age youngsters, two to five years old (36.4 percent) and least often for infants to two years old (5.8 percent). This most likely reflects the fact that limited group facilities are available for infants.

The methods used in child care arrangements for supervision or care for infants up to two years old were limited to other adults in private homes. The range of supervisory methods broadened for the nursery school age youngsters, where fathers, siblings and group care personnel were involved. The widest range of care arrangements was available and used for school age youngsters. This included leaving the child unsupervised. Methods of supervision in child care arrangements are presented in Table 11A in the Appendix.

In each type of care arrangement the average cost was higher for preschool children. On the whole, working mothers paid an average of $13.94 per week for care of preschool children as contrasted with only $6.27 for school age children. Average weekly costs paid by working mothers were as follows:

	Average Weekly Cost	
Type of Care Arrangement	Preschool Children	School Age Children
Care in Mother's Home	$14.84	$ 5.31
Care in Another Person's Home	15.56	10.85
Organized Group Care	7.70	6.83
All Arrangements Combined	$13.94	$ 6.27

The financial burden of child care was the lightest in organized group care arrangements, indicative of the involvement of considerable public subsidy for this type of care. These cost figures reflect the average spent typically during the year. They do not reflect costs of full-time supervision over the summer months for school age children. Detailed cost data for child care are presented in Table 12A in the Appendix.

(b) Satisfaction With Present Child Care Arrangements

Working mothers in this study generally were satisfied with the child care arrangements they had made. Four out of five (79.7 percent) said that they were satisfied. The expression of satisfaction increased considerably when related to care in organized group care settings. Here, nine out of ten mothers (91.5 percent) said they were satisfied. Satisfaction declined when related to care arrangements in the home of another person (70.2 percent expressed satisfaction). Data on satisfaction are presented below in Table 2.

Table 2

WORKING MOTHERS' SATISFACTION WITH PRESENT CHILD CARE ARRANGEMENT

Present Child Care Arrangement	Satisfied	Dissatisfied	Total
		Number	
Mother's Own Home	118	22	140
Another Person's Home	80	34	114
Organized Group Care	43	4	47
Present Arrangement Not Indicated	14	5	19
Total	255	65	320
		Percent	
Mother's Own Home	84.3	15.7	100.0
Another Person's Home	70.2	29.8	100.0
Organized Group Care	91.5	8.5	100.0
Present Arrangement Not Indicated	73.7	26.3	100.0
Overall	79.7	20.3	100.0

Variation in the expression of satisfaction declined when assessed according to the age group of the working mother's child. Thus, type of child care arrangement and not age accounted for the expression of satisfaction. The analysis of expressed satisfaction according to the child's age is presented in Tables 13A and 14A in the Appendix. Some mothers who indicated general satisfaction with child care arrangements also indicated dissatisfaction with some aspect of care.

Sixty-five of the 320 mothers expressed multiple reasons for dissatisfaction with current child care arrangements. Reasons for working

mothers' dissatisfaction with child care arrangements in private homes are presented in Table 3 below. Concern about cost of care was cited less often (47.7 percent) than factors typically related to quality of care. These concerns included:

- Contact with undesirables (80.0 percent)
- Supervision (69.2 percent)
- Learning (55.4 percent)

Working mothers' concerns mounted considerably when they pertained to nursery school age children. Food and meal arrangements tended to be less of a worry for infants and school age children. Mothers of school age children tended to be concerned about supervision, learning, safety, and the possibility of a child's contact with undesirable persons.

Table 3

REASONS FOR DISSATISFACTION WITH CURRENT CHILD CARE ARRANGEMENTS IN MOTHER'S OWN HOME OR IN HOME OF ANOTHER PERSON

	Age of Child			
	0-2 Yrs.	2-5 Yrs.	School Age	Total
	Total Number of Dissatisfied Mothers			
	21	16	28	65
Reason for Dissatisfaction	Number of Complaints			
Food and Meals	6	9	9	24
Supervision	13	14	18	45
Learning	12	23	18	53
Safety	6	6	19	31
Contact with Undesirables	12	21	24	57
Expense	10	17	5	32
Other	5	3	12	20
	Percentage of Dissatisfied Mothers Reporting a Reason*			
Food and Meals	28.6	56.3	32.1	36.9
Supervision	61.9	87.5	64.3	69.2
Learning	57.1	100.0	64.3	55.9
Safety	28.6	37.5	67.8	47.7
Contact with Undesirables	57.1	100.0	85.7	80.0
Expense	47.6	100.0	17.9	47.7
Other	23.8	18.8	42.8	30.8

*Percentage adds to more than 100.0 due to multiple responses.

(c) Working Mothers' Preferred Mode of Child Care

While about 80 percent of the working mothers indicated satisfaction with current arrangements, more than one-third (37.5 percent) of them indicated a preference for a child care arrangement different from their present one. If the working mother preferred an arrangement different from her current one, it was most likely to be organized group care. Three out of four (76.7 percent) working mothers who preferred an arrangement different from their present one would choose organized group care. The fact that close to one-half of the working mothers (43.5 percent) preferred their current arrangement, including care in private homes, indicates that this mode of care was still very popular in the group of women studied. Data showing the concurrence of preferred and present mode of child care arrangements are presented in Table 4 below.

Table 4

THE CONCURRENCE OF WORKING MOTHERS' PREFERENCE AND PRESENT ARRANGEMENT FOR CHILD CARE

Preferred Child Care Arrangement	Concurrence of Preferred and Present Arrangement			
	Same as Present	Different From Present	Not Indicated	Total
		Number		
Mother's Own Home	55	21	--	76
Another Person's Home	40	7	--	47
Organized Group Care	41	92	--	133
Preference Not Indicated	--	--	64	64
Total	136	120	64	320
		Percent		
Mother's Own Home	40.4	17.5	--	23.7
Another Person's Home	29.4	5.1	--	14.7
Organized Group Care	30.2	76.7	--	41.6
Preference Not Indicated	--	--	n/a	20.0
Total	100.0	100.0	n/a	100.0

Nearly two out of five working mothers (38.4 percent) preferred to have their children cared for in either their own or another person's home. The effect of the working mother's current child care arrangement on her preference yields a strong argument for the use of organized group care. It appears that once a mother has used organized group care, she prefers to retain this mode of care. Nearly nine out of ten mothers (87.2 percent) with children in organized group care preferred the same, contrasted with 39.3 percent and 35.1 percent, respectively, of the mothers using care

arrangements in their own home or in the home of another person. Thus, even though the overall proportion of mothers using organized day care was small (14.7 percent), they appeared to be strong supporters of it.

Day care preference data are presented in Table 5 below.

Table 5

WORKING MOTHERS' PREFERENCE FOR CHILD CARE ARRANGEMENT ACCORDING TO PRESENT CARE ARRANGEMENT

	Preferred Care Arrangement				
Present Care Arrangement	Own Home	Another Person's Home	Organized Group Care	Preference Not Indicated	Total
			Number		
Own Home	[55]	7	52	26	140
Another Person's Home	16	[40]	40	18	114
Organized Group Care	5	--	[41]	1	47
Arrangements Not Ind.	--	--	--	19	19
Total	76	47	133	64	320
			Percent		
Own Home	[39.3]	5.0	37.1	18.6	100.0
Another Person's Home	14.0	[35.1]	35.1	15.8	100.0
Organized Group Care	10.7	--	[87.2]	2.1	100.0
Arrangements Not Ind.	--	--	--	n/a	n/a
Total	23.7	14.7	41.6	20.0	100.0

[ ] Indicates a concurrence of present and preferred mode of child care.

The detailed analysis of child care preference data according to children's ages (presented in Table 15A in the Appendix) suggests a modification of the current care arrangements for the different age groups. Organized group care is most preferred for nursery school age children (2-5 years). Three out of five (62.5 percent) working mothers of nursery school age children preferred organized group care. In contrast, only 36.2 percent of mothers of infants and 30.5 percent of mothers of school age children preferred that care arrangement.

(d) Barriers to the Use of Organized Group Care

Barriers preventing the use of organized group care are listed in Table 6 on the following page. The identification of barriers was based on

Table 6

REASONS WHY WORKING MOTHERS WITH CHILD CARE CENTERS IN THEIR NEIGHBORHOODS ARE NOT USING THEM

Reasons For Not Using Child Care Centers	Age of Child		Total
	Preschool	School Age	
	Number		
Centers Are Too Expensive	7	4	11
Centers Filled To Capacity	9	—	9
Centers Serve Families Only At Poverty Level	4	2	6
Centers Not Near Enough To Home	6	1	7
Centers May Not Provide Enough Or Right Kind of Education	1	1	2
Mothers Did Not Know Enough About Them	6	2	8
Mothers Already Satisfied	13	6	19
Other	27	16	43
No Response	6	6	12
Total Number of Mothers Not Using Day Care Centers	79	38	117
	Percentage of Mothers Giving a Reason*		
Centers Are Too Expensive	9.0	10.5	9.4
Centers Filled To Capacity	11.5	—	7.7
Centers Serve Families Only At Poverty Level	5.1	5.3	5.1
Centers Not Near Enough To Home	7.7	2.6	6.0
Centers May Not Provide Enough Or Right Kind of Education	1.3	2.6	1.7
Mothers Did Not Know Enough About Them	7.7	5.3	6.8
Mothers Already Satisfied	16.7	15.8	16.2
Other	34.6	42.1	36.7
No Response	6.4	26.3	12.8

* Percentage adds to more than 100.0 due to multiple responses.

the reasons given by working mothers who had knowledge of a group care center in their neighborhoods but did not use it. (See also Table 16A in the Appendix.) The analysis of reported reasons failed to suggest any dominant and easily identifiable factors which could serve as a target of an approach. A variety of "other" reasons were given. The specific reason given most often was that mothers were satisfied with their current care arrangement. Also, the reasons specifically identified represent only about one-half of the total number given for not using available organized group day facilities. Expense, availability of openings, not financially eligible, distance, and lack of information about center services all had approximately equal weightings in the array of reasons given.

A large number of working mothers (52.8 percent) were not aware of the new Federal provision allowing the deduction of child care expenses from income taxes under certain circumstances. Thus, mothers using child care services could benefit from increased public interpretation of the tax advantage.

EMPLOYER ATTITUDES RELATED TO CHILD CARE

Interviews were conducted with the personnel director, or his equivalent, in each of the eight organizations. In addition, interviews were conducted with 29 "key" managers and supervisors from a variety of levels and functional departments, and certain nonsupervisory employees involved in employee counseling. Material relating to employers' thinking and overall attitude toward mothers' child care concerns is summarized in this section, and provides a broad backdrop against which to interpret the remainder of the report. Material relating to specific employer practices and policies will be covered in the following sections where it can be interpreted in relation to mothers' work-related concerns.

(a) Employers' General Attitude Toward Child Care

Although there are a number of indications that individual management personnel look upon the child care question as a serious one, at least in their day-to-day dealings with individual subordinates, there is a general indication that employers do not consider child care a major problem or concern.

One finding of the study was that little use is made of data related to job candidates' child care responsibilities, when they are gathered during the recruitment and hiring process. Six of the eight organizations in the study gather this information, but only two of them use it either for tax purposes or for determining whether candidates are actually free to assume the responsibility of the new job. The other four organizations report the data are not used for any purpose.

This suggests that supervisors may generally be ignorant of their female employees' child care responsibilities until an emergency arises. As they do not have the benefit of a planned distribution of such data, they may rely on personally and informally gathering such information.

Another indication of the general attitude of employers is discerned in their responses regarding the aspects of their personnel policies that have been most responsive to changing community needs and pressures. The responses of both personnel directors and other "key" employees were consistent in omitting child care assistance, while emphasizing equal employment and promotional opportunity for a variety of disadvantaged persons. The indication of responsiveness of these organizations to community pressures, as perceived by both personnel directors and--to a lesser extent--"key" employees, suggests that either:

- The community has not exerted significant pressure in the child care area, or
- Working mothers are reluctant to express their concerns.

A further and more compelling finding was made when "key" employees were asked whether their organizations should take more specific actions in regard to the child care problem. Fifteen of the 29 persons asked this question responded that their organizations should not take more specific action, while five others offered no useful response. Thus, less than one-third of those questioned reacted positively toward their organizations' being more active in this area.

It appears that there is not an overall concern on the part of employers to recognize these problems or to provide overall assistance to employees. Data reported in the next section indicate that much of the assistance to be expected by a working mother beset with child care problems may be of an informal nature, and may be greatly influenced by the degree and nature of rapport between the mother and her immediate supervisor.

(b) Employers' Motivation to Provide or Subsidize Child Care

One of the employer-related hypotheses proposed that certain conditions would exist among employers prior to their taking action to provide child care for employees. This hypothesis was based on a conclusion of an earlier study of the KLH child care program. In a general sense, these conditions indicated that the employer wanted to hire and retain more persons than he was able to and that taking actions to attract females with children could tend to significantly alleviate this difficulty. The results of interviews with personnel directors indicated that most of these conditions are present in the eight participating

organizations. These "conditions of readiness" are indicated below, along with survey findings:

	Number of Firms	
	Yes	No
Current level of business is at or near the employer's operating capacity.	6	1
The employer is seeking to hire additional female employees or employees with specialized skills.	7	1
The employer has experienced significant difficulty in attracting and hiring female employees.	4	4
The employer has a sense of concern for responding to community needs.	8	0
Most of his employees live relatively near the work place.*	—	—

*87.8 percent of mothers interviewed live within 60 minutes of their work place; 62.5 percent live within 45 minutes; and 35.9 percent live within 30 minutes.

In addition, employers estimated turnover for all employees, and for all reasons, averaged about 20 percent for the participating firms. Two of the firms reported low turnover (under 20 percent); three firms reported medium turnover (20 to 30 percent); and three firms reported high turnover (30 to 35 percent).

From these findings, it might be concluded that the eight employers would be ready to provide some form of child care assistance. However, additional information provides evidence of their actual practice and intent. Personnel directors were asked whether their organizations had intended (within the past three years) or do intend (within the next three years) to provide or pay all or part of child care costs for working mothers. Their responses indicated that none was considering such action in the next three years and that only two had considered it in the past three years. Neither of these two organizations ultimately adopted a program. (However, subsequent to the completion of the survey, one of the firms became seriously interested and was exploring the matter at the time this report was written.)

It is clear that the general economic condition at the time of this study has had an extraordinary influence on the companies' interest. It is a period characterized by depressed consumer activity, significant layoffs

and unemployment, and budget reductions. No data were gathered regarding the specific impact of the recession on the participating firms. However, the general climate surrounding such conditions is one which tends to force top management attention toward operating performance more than might usually be the case, and in such periods, there tends to be reduced interest in novel or experimental employee-oriented programs or benefits.

Another factor that may be related is the fact that tax funds in New York City subsidize a relatively extensive child care program for low income families. It is possible that in New York employers tend to look to government to provide these services.

One additional noneconomic factor must be recognized which may have some influence on the provision of child care by employers. During the middle and late 1960's, employers were confronted with new pressures regarding the provision of employment to members of minorities and other persons (e.g., the disabled, narcotics addicts) who had long been denied traditional employment opportunity available to others in the labor market.

Pressure was brought to bear on employers in a number of ways, including legislation, government licensing requirements, private pressure groups, civil rights and boycotting actions. The effect of this period was traumatic in many ways and, for perhaps the first time since the inception of trade unionism, employers were forced to react by turning their attention from their traditional activities to the outside world. Although this experience in the late 1960's has resulted in increased hiring of disadvantaged persons in significant numbers, the long-term effects may not take form for another decade.

One question to be considered by those who are planning for child care is: "To what degree will employer reaction to community and social pressure include sensitivity to child care in the future?" Although it appears there is presently more sensitivity than there was ten years ago, it may also be true that many employers have not fully absorbed the results of actions associated with these other pressures. Relatively speaking, child care may simply not yet have emerged near the top of the employers' priorities in the area of social concern.

WORKING MOTHER AND EMPLOYER CONCERNS ABOUT CHILD CARE POLICIES AND PRACTICES

Concerns and perceptions of working mothers and management personnel were analyzed to determine disparities between the two points of view which represent potential areas for bringing about improvements. The findings of this analysis pertain to the following matters:

- The perceived effect of child care problems on job performance;
- Employer provision of counseling regarding child care;
- Adjustment of work arrangements to assist in handling child care problems; and
- Time and travel factors affecting the development of on-site day care services.

(a) The Perceived Effect of Child Care Problems on Job Performance

Data obtained in this study provided some insights into the concern that child care problems of working mothers interfere with job performance. Four out of five managers and supervisors (82 percent) reported that some of their female employees had child care problems at some time. Fifteen of the 29 managers interviewed and seven of the eight personnel directors reported that child care problems interfered with attendance, punctuality, and job performance at some time. However, eleven of the 29 managers and supervisors maintained that the job performance of working mothers with known child care problems was not affected, thus leaving the question of the relation between child care problems and job performance in a state of disagreement (see Table 7 below).

Table 7

MANAGERS' AND SUPERVISORS' PERCEPTION OF PERFORMANCE LEVEL OF WORKING MOTHERS WITH KNOWN CHILD CARE PROBLEMS

About Average	11
Better Than Average	3
Less Than Average	4
Child Care Problems are Usually Resolved Prior to Employment	1
Poorly	1
No Response	9
Total	29

The disagreement of managerial personnel as to whether child care problems affect job performance is also shared by working mothers, as indicated in Table 8 on the following page. Two out of five working

mothers (39.7 percent) reported that off-the-job problems did interfere with their work. In assessing this report, it is important to turn to an examination of the types of off-the-job problems identified by the mothers.

Table 8

MOTHERS' JUDGMENT THAT OFF-THE-JOB PROBLEMS INTERFERED WITH WORK PERFORMANCE

Off-the-Job Problem Interfered	Number	Percent
Yes	184	57.5
No	127	39.7
No Response	9	2.8
Total	320	100.0

The 127 mothers reporting off-the-job problems identified 154 problems. These are reported in Table 9. The most frequent problem, reported by almost 56 percent of the mothers, was illness of their children. When combined with 26 percent for the mother's or father's own illness, these problems were reported by almost 82 percent of the mothers. The next largest problem, reported by 17 percent of the mothers, was undependable child care. (To what extent is this artificially low because of the mother's concern that the employer will fire her if she has not made satisfactory child care arrangements?)

Table 9

WORKING MOTHERS' AND EMPLOYERS' REPORT OF OFF-THE-JOB PROBLEMS THAT INTERFERED WITH WORK PERFORMANCE IN RECENT MONTHS

Off-the-Job Problems	Working Mothers With Off-the-Job Problems	Percentage of Mothers Reporting a Problem*
Total Number of Mothers Responding	127	
Their Own or Husband's Illness	33	26.0
Moving	1	.8
Children's Illnesses	71	55.9
Undependable or Unavailable Child Care	22	17.3
Illness of Relative	4	3.1
Fire, Theft, Home Damage	3	2.4
Overlap of Husband and Wife Work Shift	--	--
Other	17	13.4
No Response	3	2.4
Total Number of Responses	154	n/a*

*Percentage adds to more than 100.0 due to multiple responses.

Although about 40 percent of the working mothers had reported the presence of off-the-job problems that interfered with job performance, the urgency of child care problems had prompted only 17.2 percent to terminate some earlier employment (see Table 10). About the same number, 16 percent, reported that they had considered leaving their current job because of child care problems. In the employer interviews, one-half of the key personnel had knowledge of working mothers who had left their jobs because of child care difficulties. The applicability to a city-wide labor force of this study's 17.2 percent rate of job turnover due to child care problems is not known. It can be said in a speculative vein that if such a rate obtains in a metropolitan female labor force, the implications are significant. However, evaluation should be made from the perspective of all reasons for termination of all personnel.

Table 10

REPORT OF ACTUAL AND POTENTIAL JOB TERMINATIONS DUE TO CHILD CARE PROBLEMS

Mother Has Been Affected by Problem	Considered Leaving Another Job		Left A Previous Job	
	Number	Percent	Number	Percent
Yes	50	15.6	55	17.2
No	267	83.4	258	80.6
Not Indicated	3	1.0	7	2.2
Total	320	100.0	320	100.0

(b) Employer Provision of Counseling and Information Regarding Child Care

Personnel directors were aware that working mothers sought information pertaining to child care. Five of the eight personnel directors interviewed reported that working mothers sought such information from management personnel. The working mothers' perception of this information gathering process was different. Only 20 percent of the mothers reported seeking child care advice on the job. Of these 54 mothers who said they had sought such information on the job, only one out of four (28.5 percent) had contacted official sources in the firm, including a supervisor, the personnel office, or a union representative. More frequently, working mothers had sought information informally from colleagues at work. This finding suggests that organized company sources of child care information were unknown to the employees, were not accessible, or were not used because mothers did not want to inform employers of their child care problems. It is also significant that seven out of ten of the mothers (70.4 percent) reported that information on child care obtained on the job was not useful. These data indicate considerable deficiencies in the availability

and usefulness of employer-provided child care information. Data regarding the working mother's search for child care information are presented in Table 11.

Table 11

PERSONS AT WORK WHO WERE ASKED ADVICE ON CHILD CARE ARRANGEMENTS, AS REPORTED BY WORKING MOTHERS

Source of Advice at Work	Number*	Percent
Supervisor	5	8.9
Union Representative	5	8.9
Personnel Office	6	10.7
Friend	27	48.2
Other	8	14.4
No Response	3	8.9
Total	54	100.0

*Of all the mothers surveyed, 257 (80.3 percent) said they did not seek child care information at work. Nine (2.8 percent) did not respond.

(c) Employer Adjustment of Work Arrangements

Working mother and employer data were analyzed to determine convergence and disparity in viewing the arrangements allowed to assist mothers in solving child care difficulties. The results of the analysis are presented in Table 12 on the following page. There was considerable agreement between the reports of working mothers and those of employers on the use of the following arrangements:

- Telephone time to handle child care problems.
- Adjustment in work schedules, including early and/or late arrival and changing of shifts.

The use of days off cannot be accurately compared because of the difference in questions used in the study interviews. In addition, employers included counseling regarding child care problems and making arrangements for part-time work. Working mothers apparently did not regard these two latter arrangements as directly applicable accommodations.

Variations among occupations in the use of accommodations allowed by the employer reflect the peculiarities and perhaps some advantages or

Table 12

MOTHERS' REPORT OF EMPLOYER ACCOMMODATIONS TO ASSIST IN SOLVING CHILD CARE PROBLEMS BY TYPE OF OCCUPATION

Type of Occupation	Type of Accommodation						
	Phone Home	Leave Early Arrive Late	Take Days Off	Change Shift	Other	No Response	Total
			Number				
Professional	5	11	12	3	--	2	16
Managerial	19	15	17	7	--	2	21
Technicians	6	5	2	1	--	--	6
Sales	10	8	10	6	--	--	15
Clerical	209	144	111	55	12	14	240
Operatives	4	4	5	1	--	--	5
Service Workers	16	12	9	16	--	2	18
TOTAL	269	196	166	92	12	20	320
			Percentage of Each Type Reporting This Accommodation				
Professional	31.3	68.8	75.0	18.8	--	12.5	n/a*
Managerial	90.5	71.4	81.0	33.3	--	9.5	n/a*
Technicians	n/a	n/a	n/a	n/a	--	--	n/a*
Sales	66.7	53.3	66.7	40.0	--	--	n/a*
Clerical	87.1	60.0	46.3	22.9	5.0	5.8	n/a*
Operatives	n/a	n/a	n/a	n/a	--	--	n/a*
Service Workers	88.9	66.7	50.0	88.9	--	11.1	n/a*
TOTAL	84.1	61.3	51.9	28.8	3.8	6.3	n/a*
Number of Managers and Supervisors Who Report Use of Accommodations	25	20	3	20	19	--	29
Percent	86.2	69.0	10.3	69.0	65.5	--	n/a*

* Percentage adds to more than 100.0 due to multiple responses.

disadvantages of given occupations for working mothers. In examining Table 12 (previous page), the following variations are noted:

- The telephone was used frequently by persons in all occupations to handle child care problems, with the exception of professional workers.
- Persons in all occupations made use of late arrival and early departure arrangements.
- Clerical and service personnel were less likely than persons in other occupations to take days off.
- Persons in service occupations looked most frequently to changing shifts. However, changing shifts was the least frequently reported option, overall.

Considered from the standpoint of the average number of on-the-job adjustments which could be made, the opportunities to make adjustments were fairly evenly distributed among all occupations. This is reported in the table below. Employers also reported that the option of part-time employment was itself an accommodation for the working mother. About 14 percent of the mothers in the study worked part time.

Occupation	Number in Study	Total Responses Minus Nonresponse	Avg. No. of Opportunities To Make Adjustments
Professional	16	31	1.9
Managerial	21	58	2.7
Technicians	6	14	2.3
Sales	15	34	2.3
Clerical	240	531	2.2
Operatives	5	14	2.8
Service Workers	18	53	2.8
Total	320	735	2.3

(d) Time and Travel Factors Affecting the Development of On-Site Day Care Facilities

Data were analyzed to determine the significance of the time and travel barrier to the development by employers of on-site child day care services. About one out of four working mothers studied (26.3 percent) reported that she considered it feasible to bring her preschool child to her place of work for care in an on-site facility. Nearly one-half of the mothers (47.1 percent) said that it would not be feasible to bring their preschool children to the place of work. The remaining 26.6 percent did not have an opinion on this question or chose not to respond. The

inclinations of the nonrespondent group would have a major effect on the distribution of the affirmative and negative answers to this question.

Nearly nine out of ten of the working mothers studied (87.8 percent) used public transportation for travel to and from work (see Table 13 below). There were no significant differences in the mode of travel to work between mothers with preschool children and those with school age children.

Table 13

WORKING MOTHERS' MODE OF TRAVEL TO WORK

Mode	Mothers with Preschool Children		Mothers with School Age Children		Total	
	Number	Percent	Number	Percent	Number	Percent
Bus Only	33	18.8	27	18.8	60	18.8
Subway Only	94	53.4	62	43.1	156	48.7
Combined Bus and Subway	31	17.4	34	23.6	65	20.3
Walk	9	5.1	9	6.3	18	5.6
Automobile	7	4.0	12	8.3	19	5.9
Other	1	.6	--	--	1	.3
No Response	1	.6	--	--	1	.3
Total	176	100.0	144	100.0	320	100.0

It took between one-half and one hour for nine out of ten working mothers (87.8 percent) to travel to work (see Table 14 below). The combination of the travel time and mode of travel points up the problems working mothers would have in bringing their children to an organized group care facility at or near work in New York City.

Table 14

LENGTH OF TIME IT "USUALLY" TAKES WORKING MOTHERS TO GET TO WORK

Time	Mothers with Preschool Children		Mothers with School Age Children		Total	
	Number	Percent	Number	Percent	Number	Percent
Up to 30 min.	63	35.8	52	36.1	115	35.9
45 min.	50	28.4	35	24.3	85	26.6
60 min.	38	21.6	43	29.9	81	25.3
75 min.	12	6.8	13	9.0	25	7.8
90 min.	11	6.3	1	.7	12	3.8
105 min.	1	.6	--	--	1	.3
120 min.	1	.6	--	--	1	.3
Total	176	100.0	144	100.0	320	100.0

ANALYSIS OF ODD SHIFT WORKING MOTHERS

A special analysis was made of 68 working mothers holding odd shift jobs in which their work was scheduled for week night shift, weekend day shift, and weekend night shift hours. The purpose of this analysis was to determine how their work schedule affected their child care arrangements, whether special child care problems resulted from their work arrangement, and what special child care services might be indicated. The work shift arrangements of the persons analyzed are shown in the table below. Nearly three-fourths of odd shift working mothers were employed either in night shift or weekend shift jobs (36.8 percent each). The categories of work shift are defined in the Glossary.

Work Shift Arrangement	Number	Percent
Weekend Work Shift	25	36.8
Night Shift	25	36.8
Other Odd Shift	18	26.4
Total	68	100.0

A summary of the analysis of odd shift working mothers is discussed in the following paragraphs:

- Present child care arrangements;
- Satisfaction with present child care arrangements;
- Preferred child care arrangements;
- Knowledge of child care centers available in their own neighborhoods; and
- Feasibility of bringing their children to day care facilities located at or near their place of employment.

(a) Present Child Care Arrangements

Mothers working odd shifts made about the same use of child care in private homes (i.e., their own or another person's home) as the total group of mothers studied (85.4 percent odd shift mothers versus 82.1 percent in the total group). However, slightly more odd shift mothers used other persons' homes for child care and slightly fewer used their own homes. Almost fifteen percent of the odd shift working mothers used organized group care arrangements for their children. However, none of the mothers using organized group care were night shift workers. The total number of odd shift workers using organized group care did not differ significantly from the basic group studied (14.6 percent odd shift mothers versus 18.0 in the basic group). Data regarding current child care arrangements are presented in Table 15.

Table 15

CHILD CARE ARRANGEMENTS OF ODD SHIFT WORKING MOTHERS

Child Care Arrangement	Work Shift Arrangement: Wkend Work Shift	Night Work Shift	Other	Total: Number	Total: Percent	Percentage Distrib. of Total N = 320
In Own Home	12	12	6	30	43.5	48.1
In Another Person's Home	7	13	8	28	41.9	34.0
Organized Group Care	6	--	4	10	14.6	18.0
Total	25	25	18	68	100.0	100.0

(b) Satisfaction with Present Child Care Arrangements

Odd shift working mothers were less satisfied with their present child care arrangements than the total group studied. Ten percent fewer odd shift mothers were satisfied, as reflected in the data presented below in Table 16.

Table 16

ODD SHIFT WORKING MOTHERS' SATISFACTION WITH PRESENT CHILD CARE ARRANGEMENTS

Satisfied with Present Arrangement	Child Care Arrangement: Own Home	Another Person's Home	Organized Group Care	Arrangement Not Indicated	Total: Number	Total: Percent	Percentage Distrib. of Total N = 320
Yes	20	16	6	4	47	69.0	79.7
No	7	10	3	2	21	30.9	20.3
Total	27	26	9	6	68	100.0	100.0

(c) Preferred Child Care Arrangement

Twelve percent fewer odd shift working mothers preferred organized group care services for their children than mothers in the basic group studied (see Table 17 on following page). This difference showed up in mothers

who were undecided or uncommitted in their preference for child care arrangement, rather than in alternate preference for care in private homes. The disproportionate share of undecided or noncommitted odd shift mothers suggests that their combined work and child care arrangements presented issues and problems which they had not resolved to their own satisfaction. Four of the mothers in this undecided category used organized group care arrangements at the time of their interview; one-half used arrangements for care in another person's home.

Table 17

ODD SHIFT WORKING MOTHERS' PREFERENCE FOR CHILD CARE ARRANGEMENT ACCORDING TO PRESENT CARE ARRANGEMENT

Present Care Arrangement	Preferred Care Arrangement: Own Home	Another Person's Home	Organized Group Care	Preference Not Indicated	Total: Number	Total: Percent
Own Home	[12]	4	8	3	27	39.8
Another Person's Home	1	[4]	8	13	26	38.2
Organized Group Care	1	--	[4]	4	9	13.2
Arrangement Not Indicated	--	--	--	6	6	8.8
Total	14	8	20	26	68	100.0
(Percent of Total)	(20.6)	(11.8)	(29.4)	(38.2)		
(Compare Percent of Total N = 320)	(23.7)	(14.7)	(41.6)	(20.0)		

[ ] Indicates concurrence of present and preferred mode of child care.

(d) Knowledge of Child Care Centers In the Neighborhood

Sixteen percent more odd shift working mothers were uninformed about available organized child care centers in their neighborhoods than the basic group of mothers studied (see Table 18). Over one-half (51.5 percent) of the odd shift working mothers were uninformed or did not respond, versus 35 percent of the mothers in the basic group. The finding that only a small proportion of odd shift working mothers knew about the availability of organized group care services in their neighborhoods raises several basic questions.

- Do the difficulties of night time or weekend care of children outside their own homes represent an obstacle to the use of organized group care services?

- Is low utilization during nights and weekends due to lack of available organized group care services during those hours?

- Do odd shift working mothers fail to recognize the benefits of using organized group care services?

- Do odd shift working mothers fail to perceive organized group care as an attainable and feasible resource?

Table 18

ODD SHIFT WORKING MOTHERS' KNOWLEDGE OF ORGANIZED GROUP CARE AVAILABILITY IN THEIR NEIGHBORHOODS

Day Care Center Available	Work Arrangement					Percentage Distrib. of Total N = 320
	Weekend Work	Night Work	Other	Total Number	Total Percent	
Yes	4	8	5	17	25.0	36.6
No	3	8	5	16	23.5	28.4
Don't Know and No Response	18	9	8	35	51.5	35.0
Total	25	25	18	68	100.0	100.0

(e) Feasibility of Bringing Children to Day Care Centers At or Near Work

Virtually the same proportion of odd shift working mothers as of the total group studied (25.0 and 26.3 percent, respectively) said they could bring their preschool age children to a day care center at or near work for supervision (see Table 19). A noteworthy difference was in the high proportion of odd shift working mothers who were undecided about whether such an arrangement could be made. Two out of five odd shift working mothers (39.8 percent) were noncommittal, versus one out of four (26.6 percent) in the total group. This high rate of undecided mothers bears directly on the questions raised in the foregoing section.

Table 19

ODD SHIFT WORKING MOTHERS' PERCEPTION OF FEASIBILITY OF BRINGING PRESCHOOL CHILD TO CENTER NEAR WORK

Feasible to Bring Child to Center	Work Arrangement					Percentage Distrib. of Total N = 320
	Weekend Work	Night Work	Other	Total		
				Number	Percent	
Yes	2	9	6	17	25.0	26.3
No	9	9	6	24	35.2	47.1
No Response	14	7	6	27	39.8	26.6
Total	25	25	18	68	100.0	100.0

IV. STUDY METHODOLOGY

A study of this nature, involving many participating organizations and individuals, required the careful planning of a number of phases and work steps. The major phases of the study were:

- Preliminary Development and Planning;
- Analysis of Employer Policy and Practice Regarding Child Care Problems of Employees;
- Analysis of Working Mothers' Child Care Needs and Work-Related Problems;
- Data Compilation and Analysis; and
- Report Preparation.

Each phase of the study is described in further detail in the following paragraphs.

PRELIMINARY DEVELOPMENT AND PLANNING

This phase of the study involved refinement of the purposes to be accomplished, development of a study methodology, and identification of resources for the successful completion of the study.

(a) Employer Hypotheses

Two hypotheses were developed to guide the study of employer attitudes and practices, as follows:

Hypothesis I

Employers in New York City generally do not provide for a range of activities directed toward the child care needs of their employees, such as:

- Adjustment of regular work schedules, when needed;
- Granting of time off, when needed;
- Provision of information, referral, and counseling to employees;
- Sponsoring of child care services, through
  - provision of physical facilities, or
  - subsidization of child care for employees.

Hypothesis II

When an employer does indicate an interest in providing or subsidizing child care for employees, one or more of several conditions usually exist, including:

- The current level of business is at, or near, the employer's operating capacity;
- The employer is seeking to hire additional female employees or employees with specialized skills;
- The employer has exhausted most of the usual means of attracting and hiring the employees he needs;
- The employer has a sense of social responsibility; and
- The employer would like to improve his image in the community.

(b) Working Mother Hypotheses

Hypotheses were developed to guide the study of child care and employment-related problems interfering with the job performance of working mothers. Two hypotheses were developed to probe this area:

Hypothesis III

Employees have problems both off and on the job related to child care which, in their perception, influence their ability to fulfill the responsibilities of their work.

Hypothesis IV

Existing child care programs often fail to serve specified large groups of working mothers, e.g.:

- middle income mothers and
- mothers requiring child care after school, on weekends, and in the evenings.

(c) Selection of Advisory Committee

An Advisory Committee was assembled by the Day Care Council consisting of professional personnel administrators from several major New York City employers. The function of this committee was to help develop and plan the study and provide guidance to study personnel. The committee members' contributions were based on practical day-to-day experience within their respective firms regarding child care and related employee problems as well as firsthand knowledge of the technical facets of conducting a study of such busy and complex organizations.

The Advisory Committee provided study guidance in preliminary phases in defining realistic limits of study scope and subject matter to be included. In addition, the committee received an oral report of findings and advised on drawing implications.

(d) Selection of Participating Companies

As the scope and limits of the study were refined with assistance of the Advisory Committee, it became increasingly apparent that the companies represented by committee members were unusually desirable as potential organizations within which to conduct the study, This was true for two primary reasons:

- The Advisory Committee members had been appointed upon invitation of the Day Care Council by industries which were diverse in nature and were large employers of women in the city.

- The degree of enthusiasm of the Advisory Committee members was felt to mirror, at least to some degree, the potential concern of the employers themselves.

The firms were contacted by the Day Care Council and were advised of the general nature, purposes, and methodology of the study and invited to participate.

(e) Recruitment and Training of Volunteer Interviewers

Volunteer interviewers were recruited and trained to assist with the task of collecting data from employers and working mothers. Prior to the recruitment of volunteer interviewers, the Day Care Council and PMM&Co. jointly established criteria for selecting persons who would enhance the rapport with participating personnel directors, managers, and working mothers. Thus, volunteers selected were mature women of white and black racial backgrounds with significant business or volunteer experience.

Sixteen volunteer interviewers were recruited for the study team. Their day-long initial orientation included a review of the purposes and methodology of the study and simulated training in the type of interviews they would conduct. Training and orientation were provided by PMM&Co. consultants. Volunteers were assigned in pairs to each of the participating companies or organizations. A PMM&Co. consultant accompanied each team on the initial visit to its assigned company to complete the orientation process.

ANALYSIS OF EMPLOYER POLICY AND PRACTICE REGARDING CHILD CARE PROBLEMS OF EMPLOYEES

The thrust of this phase of the study was to determine the employers' current experience or readiness to engage in some form of child care related activity.

(a) Development of Questionnaires for Use in Interviewing Personnel Directors and Key Staff Employees

The employer hypotheses served as guides in the development of two questionnaires which were used in interviews of personnel directors and key staff employees.

One questionnaire, containing 24 open-ended questions, was devised for obtaining information on child care policies and practices. It was used during interviews of personnel directors or their equivalent in each of the eight organizations.

A second questionnaire was used for interviewing 29 key managers and supervisors from a variety of functional departments and levels of authority and certain nonsupervisory staff involved in employee counseling. This questionnaire was developed to determine these individuals' awareness and perception of working mothers' concerns about child care and job performance. It also sought information regarding arrangements allowed for the handling of child care and other family responsibilities.

(b) Conduct of the Interviews

A team of volunteer interviewers made initial appointments with the personnel directors of the companies to which they were assigned. The purpose of these initial interviews was to complete the policy and practice questionnaires, to plan the interviews of key management employees, and to establish procedures for interviewing the firm's working mothers.

During this phase of the study, interviews were completed with the personnel directors of the eight participating companies and 29 management officials.

ANALYSIS OF WORKING MOTHERS' CHILD CARE NEEDS AND WORK-RELATED PROBLEMS

The purpose of this analysis was to determine the working mothers' present child care arrangements and their satisfaction with these arrangements, their preferred mode of child care, and their appraisal of child care and work-related problems. The following procedures were completed in this component of the study:

- A working mother's questionnaire was developed;
- The sample of working mothers was selected;
- Volunteer interviewers were given additional training; and
- Interviews were completed.

(a) Development of the Working Mother Questionnaire

A structured multiple choice questionnaire was designed to obtain the data required for testing the working mother hypotheses. The questionnaire was based upon the questions and concerns about child care services that precipitated this study project. The questionnaire was reviewed by the Day Care Council, field tested in the New York University Medical Center, revised, and reproduced for use in data collection. A copy of this questionnaire is included in the Appendix.

(b) Selecting the Sample of Working Mothers To Be Interviewed

A representative sample of working mothers was obtained in each of the eight participating organizations. The decision to collect data from a representative rather than a random sample was based on two factors:

- Most of the firms participating in the study did not have access to centrally located employee listings which provided an adequate basis for selecting a random sample.
- A completely random sample would require an excessive amount of time and difficulty for participating organization personnel.

The sample included working mothers with children from birth to 18 years of age in positions which are typical to the firm and predominant in the industry. The occupational categories selected were commonly used by employers for reporting minority populations on Federal EEO-1 reports.

An occupational breakdown of the target sample of 60 working mothers from each of the eight participating organizations and the actual sample obtained is presented in the table on the following page. The actual sample departed from the target in the following ways:

- Clerical workers were overrepresented. This may be due to their availability for on-the-job interviews or to the selection of the units from which interviewees were chosen.

. Three occupations were underrepresented, namely, professional workers, operatives, and service workers.

The representative nature of the sample must be viewed from one more perspective. The percentage of interviewees in each occupational classification in each firm was determined in proportion to the total number of female employees in the firm since the total number of working mothers was unknown. These firms do not keep central records on the composition of employees' families. In actually selecting interviewees, all females without children were rejected. Therefore, the "planned" and "actual" proportions are not directly applicable in evaluating the adequacy of the sample.

COMPARISON OF PLANNED AND ACTUAL SAMPLE NUMBERS ACCORDING TO OCCUPATIONAL CLASSIFICATION

Occupational Classification	Planned		Actual	
	Number	Percent	Number	Percent
Professional	53	11.0	16	4.9
Managerial	24	5.0	20	6.4
Technicians	--	--	6	1.8
Sales	29	6.0	15	4.6
Clerical	264	55.0	240	75.3
Operatives	62	13.0	5	1.5
Service Workers	48	10.0	18	5.5
Total	480	100.0	320	100.0

(c) Supplementary Training of Volunteer Interviewers

A supplementary training session was held to familiarize the volunteer interviewers with the working mother questionnaire. The questionnaire was reviewed and clarified, and procedures were developed for selecting working mothers according to the predetermined design. Volunteers also reported their reactions and insights obtained in the first phase of the data collection (involving personnel directors and other key personnel).

(d) Conduct of the Interviews

The volunteer interviewers were assigned to the same firms as in the first phase of the study. Interviewing of working mothers began in mid-February 1972, following selection of the sample.

Interview sessions requiring four to six on-site visits were completed in six weeks. The number of satisfactory interviews completed in each of the participating organizations is shown below.

Organization	Number of Interviews	Target Number	Shortage
Abraham and Straus	52	60	8
Consolidated Edison Company of New York, Inc.	44	60	16
Equitable Life Assurance Society of the United States	28	60	32
First National City Bank	33	60	27
Metrop. Life Insurance Company	53	60	7
New York Telephone Company	21	60	39
New York University Medical Center	59	60	1
United States Postal Service	30	60	30
Total	320	480	160

Interviews fell especially short in Equitable Life, First National City Bank, New York Telephone, and the United States Postal Service. The shortage in New York Telephone and the Postal Service accounts for the underrepresentation of operatives in our sample.

The number of interviews secured was directly related to a variety of conditions: a strike in one of the firms, the time available from a firm's administrative personnel or working mothers, and the fact that interviews were not conducted after 6:00 p.m.

DATA COMPILATION AND ANALYSIS

Data were compiled and analyzed by PMM&Co. consultants. Preliminary findings were reviewed with the Day Care Council and the Advisory Committee. Their reactions to the data provided valuable insights into the interpretation and presentation of the findings.

LIMITATIONS OF THE STUDY

This was an exploratory and descriptive study. The limitations of this study are based on its scope, the reliability of data, and the degree to which data accurately reflect the actual conditions studied. The limitations must be taken into account when formulating plans or taking action based on the findings.

The findings relate to the specific organizations participating in this study, which were selected because they represent principal users of female labor. With the use of explicit assumptions related to type of employer and female employees, the findings can be applied to employers in the following industries located in the New York City area which draw from the metropolitan female labor force:

- retail and merchandising;
- electric power services;
- insurance;
- banking and finance;
- telephone services; and
- hospital services.

The working mothers interviewed were selected to be representative of the occupational classes employed in a particular organization. They were not selected randomly. However, no selection was based on prior knowledge of day care related problems, the focus of this study. The user of these findings must satisfy himself that the characteristics of the new employer and employee study populations are similar to those represented in this study.

The scope of the study was bounded by a number of other factors. Examination of these carries implications for further study.

- No working fathers were interviewed. The initial, exploratory contacts with employers indicated that problems of day care were rarely associated with male employees. If a problem was known, employers reported it to be extremely rare and usually associated with a unique family problem.

- Problems with child care and job performance were not directly linked by objective measures. In addition to the conceptual issue of associating cause-and-effect relationships between care and performance, there generally is a lack of centrally maintained records on job performance. Specifically, central records are not generally kept on absenteeism and tardiness -- two objective measures directly related to performance which could be associated with specific episodes of child care problems.

- As no control groups were used in the study design, it was not possible to determine comparative responses of other female employees without children or of male employees. This limited, for example, the conclusions that could be drawn from questions eliciting off-the-job problems that influenced job performance.

. The study did not include a sufficient number of odd shift mothers to draw conclusions on public policy issues of 24-hour care in New York City.

. Assessment of the income of the working mothers was made inferentially by general knowledge of the salary ranges of occupations represented in the study. In addition, total family income was unknown.

APPENDIX

DETAILED DATA TABLES
FEMALE EMPLOYEE INTERVIEW GUIDE
GLOSSARY

TABLE 1A

RACE OR ETHNIC BACKGROUND OF
MOTHERS IN THIS STUDY

Race or Ethnic Group	Number	%
White	90	28.1
Black	166	51.8
Spanish-speaking	31	9.7
Asian	5	1.6
Other	16	5.0
No Response	12	3.8
TOTAL	320	100.0

TABLE 2A

EDUCATIONAL LEVEL OF WORKING MOTHERS
PARTICIPATING IN THE STUDY

Education	Number	%
8th Grade or Less	14	4.4
High School	220	68.8
Business or Trade School	23	7.2
Some College	33	10.3
College Degree	16	5.0
Graduate Work	12	3.7
No Response	2	.6
TOTAL	320	100.0

TABLE 3A

OCCUPATIONAL CLASSIFICATION OF WORKING MOTHERS IN THIS STUDY

Occupational Classification	Number	%
Professional	16	4.9
Managerial	21	6.4
Technicians	6	1.8
Sales	15	4.6
Clerical	240	75.3
Operatives	5	1.5
Service Workers	18	5.5
TOTAL	320	100.0

TABLE 4A

NUMBER AND AGE OF CHILDREN OF WORKING MOTHERS IN THE SURVEY

Age	Number *	Percent
Birth to 2 Years	74	12.1
2 - 5 Years	132	21.5
5 - 10 Years	172	28.1
10 - 14 Years	152	24.8
14 and Over	83	13.5
TOTAL	613	100.0

*Working mothers had an average of 2 children ranging between birth and 14 or more years old. The average age of dependent children was 7 years 10 months.

TABLE 5A

WORKING MOTHERS WITH CHILDREN
NOT LIVING WITH THEM

Mother's Response	Number	%
Yes	27	8.4
No	268	83.8
No Response	25	7.8
TOTAL	320	100.0

TABLE 6A

MOTHERS' REASONS FOR WORKING

Reason	Number	% of 320 Mothers
They Like to Work	75	23.4
They Add to Husband's Earnings, or Earnings of a Relative	169	52.8
They Are the Sole Support of Their Family	132	41.3
No Response	2	.6
TOTAL REASONS	378	N/A *

* Percent adds to more than 100.0 because some mothers gave more than one reason.

TABLE 7A

MOTHERS WORKING PART TIME WHO WOULD WORK FULL TIME IF THEY DID NOT HAVE UNSOLVED CHILD CARE RESPONSIBILITIES

Would Work Full Time	Number	%
Yes	38	82.6
No	4	8.7
No Response	4	8.7
TOTAL	46	100.0

TABLE 8A

MOTHERS' REPORT OF WORK STATUS

Work Status	Mothers with Preschool Children		Mothers with School Age Children		Total	
	Number	%	Number	%	Number	%
Full Time	158	90.0	114	79.2	272	85.0
Part Time	18	10.0	28	19.4	46	14.4
No Response	--	---	2	1.4	2	.6
TOTAL	176	100.0	144	100.0	320	100.0

TABLE 9A

WORK SHIFT PATTERNS OF WORKING MOTHERS

Shift	Mothers With Preschool Children		Mothers With School Age Children		Total	
	Number	%	Number	%	Number	%
Mon. thru Fri. - Days only	143	81.2	127	88.2	270	84.4
Mon. thru Fri. - Evenings and Nights	15	8.5	3	2.1	18	5.6
Weekends - Days only (and weekdays)	7	4.0	10	6.9	17	5.3
Weekends - Nights only	11	6.3	4	2.8	15	4.7
TOTAL	176	100.0	144	100.0	320	100.0

TABLE 10A

CHILD CARE ARRANGEMENTS FOR CHILDREN OF WORKING MOTHERS - BY CHILD'S AGE GROUP

Method of Care	Age Group of Children*						TOTAL	
	0 - 2 Years		2 - 5 Years		School Age			
	Number	%	Number	%	Number	%	Number	%
AT THE HOME OF THE MOTHER								
No One	--	---	--	---	27	14.9	27	7.5
Father	--	---	1	.9	23	12.7	24	6.6
Neighbor	--	---	--	---	7	3.9	7	1.9
Adult Relative	18	25.3	10	9.1	22	12.2	50	13.8
Friend	9	12.7	8	7.3	14	7.7	31	8.6
Brother or Sister	2	2.8	4	3.8	29	16.1	35	9.8
Sub-Total	29	40.8	23	20.9	122	67.5	174	48.1
AT THE HOME OF ANOTHER PERSON								
Neighbor	8	11.3	11	10.0	9	4.9	28	7.7
Adult Relative	16	22.5	24	21.8	16	8.8	56	15.3
Friend	14	19.7	12	10.8	13	7.2	39	10.8
Sub-Total	38	53.5	47	42.7	38	20.9	123	34.0
CHILD ENROLLED IN A CHILD CARE PROGRAM								
Nursery School or Child Care Center	4	5.8	37	33.7	16	8.8	57	15.8
Head Start	--	---	2	1.8	--	---	2	.6
Other	--	---	1	.8	5	2.8	6	1.6
Sub-Total	4	5.8	40	36.4	21	11.6	65	18.0
GRAND TOTAL	71	100.0	110	100.0	181	100.0	362	100.0

*Totals do not add to the total number of children of working mothers because only one arrangement was tabulated for each respective age category regardless of the number of children the mother may have had in that category.

TABLE 11A

METHOD OF SUPERVISION IN CHILD CARE ARRANGEMENTS BY AGE GROUPING

Method of Supervision	Age Group 0-2	2-5	School Age	Total
		Number		
No one	--	--	27	27
Father	--	1	23	24
Neighbor	8	11	16	35
Adult Relative	34	34	38	106
Friend	23	20	27	70
Sibling	2	4	29	35
Group Care Personnel	4	40	21	65
Total*	71	110	181	362
		Percent		
No one	--	--	14.9	7.4
Father	--	.9	12.7	6.6
Neighbor	11.3	10.0	8.8	9.7
Adult Relative	47.9	30.9	21.0	29.3
Friend	32.4	18.2	14.9	19.3
Sibling	2.8	3.6	16.1	9.7
Group Care Personnel	5.6	36.4	11.6	18.0
Total	100.0	100.0	100.0	100.0

*Totals do not add to the number of children of working mothers because only one arrangement was tabulated for each respective age category regardless of the number of children the mother may have had in that category.

TABLE 12A

AVERAGE WEEKLY COST PER CHILD BY PRESENT CHILD CARE ARRANGEMENT

Average Dollars Per Week Per Child*	Care Arrangements								TOTAL	
	Care In Own Home		Care In Home Of Other Person		Organized Group Care		Care Arrangements Not Indicated			
	Number	%	Number	%	Number	%	Number	%	Number	%
					PRE-SCHOOL AGE CHILD					
0-$5 per week	15	32.6	11	12.5	13	36.1	6	n/a	45	25.6
$6-10 per week	4	8.6	9	10.3	8	22.2	--	---	21	11.9
$11-15 per week	6	13.1	24	27.4	6	16.7	--	---	36	20.4
$16-25 per week	6	13.1	36	40.6	5	13.9	--	---	47	26.7
$25 or more per week	15	32.6	8	9.2	4	11.1	--	---	27	15.2
TOTAL	46	100.0	88	100.0	36	100.0	6	n/a	176	100.0
					SCHOOL AGE CHILD					
0-$5 per week	61	75.3	7	26.9	8	n/a	22	88.0	98	68.1
$6-10 per week	11	13.6	7	26.9	1	n/a	--	---	19	13.2
$11-15 per week	3	3.7	5	19.3	1	n/a	1	4.0	10	6.9
$16-25 per week	2	2.4	7	26.9	2	n/a	2	8.0	13	9.0
$25 or more per week	4	4.9	--	---	--	n/a	--	---	4	2.8
TOTAL	81	100.0	26	100.0	12	n/a	25	100.0	144	100.0

*The mother's average cost of child day care was calculated on the basis of her reported cost of each of her children in day care and classified according to the youngest of her children. This procedure would tend to underestimate the actual cost of care for the younger age groups because of the lower cost of care for school age children.

TABLE 13A

WORKING MOTHERS' SATISFACTION WITH PRESENT CHILD CARE ARRANGEMENT ACCORDING TO CHILD'S AGE

Child's Age	Satisfaction with Present Arrangement		
	Satisfied	Dissatisfied	Total
		Number	
0 - 2 years	59	21	80
2 - 5 years	80	16	96
School Age	116	28	144
Total	255	65	320
		Percent	
0 - 2 years	73.6	26.3	100.0
2 - 5 years	83.3	16.7	100.0
School Age	80.6	19.4	100.0
Total	79.7	20.3	100.0

TABLE 14A

WORKING MOTHERS' SATISFACTION WITH PRESENT CHILD CARE ARRANGEMENTS ACCORDING TO CHILD'S AGE

Current Child Care Arrangement	Age of Child						TOTAL	
	0 - 2 Years		2 - 5 Years		School Age			
	Number	%	Number	%	Number	%	Number	%
				S A T I S F I E D				
In Own Home	23	28.8	19	19.8	76	52.8	118	36.9
In Home of Another Person	32	40.0	30	31.3	18	12.5	80	25.0
Organized Group Care	4	5.0	30	31.3	9	6.3	43	13.4
No Response	--	---	1	1.0	13	9.0	14	4.4
Sub-Total	59	68.8	80	83.4	116	80.6	255	79.7
				D I S S A T I S F I E D				
In Own Home	9	11.3	5	5.2	8	5.6	22	6.9
In Home of Another Person	12	14.0	8	8.3	14	9.6	34	10.6
Organized Group Care	--	---	3	3.1	1	.7	4	1.3
No Response	--	---	--	---	5	3.5	5	1.5
Sub-Total	21	26.3	16	16.7	28	19.4	65	31.3
GRAND TOTAL	80	100.0	96	100.0	144	100.0	320	100.0

TABLE 15A

WORKING MOTHERS' PREFERENCE FOR CHILD CARE ARRANGEMENT ACCORDING TO CHILD'S AGE AND PRESENT CARE ARRANGEMENT

Present Care Arrangement	Preferred Care Arrangement				
	Own Home	Another Person's Home	Organized Group Care	Preference Not Indicated	Total
	Number - Age Birth to 2 Years				
Mother's Own Home	[10]	--	10	12	32
Another Person's Home	11	[18]	15	--	44
Organized Group Care	--	--	[4]	--	4
Total	21	18	29	12	80
	Number - Age 2 to 5 years				
Mother's Own Home	[6]	2	14	2	24
Another Person's Home	4	[12]	18	4	38
Organized Group Care	4	--	[28]	1	33
Arrangement Not Indicated	--	--	--	1	1
Total	14	14	60	8	96
	Number - School Age				
Mother's Own Home	[39]	5	28	12	84
Another Person's Home	1	[10]	7	14	32
Organized Group Care	1	--	[9]	--	10
Arrangement Not Indicated	--	--	--	18	18
Total	41	15	44	44	144
	Percent Based on Total in Each Age Group				
Birth to 2 Years	26.3	22.5	36.2	15.0	100.0
2 - 5 Years	14.6	14.6	62.5	8.3	100.0
School Age	28.5	10.5	30.5	30.5	100.0
Grand Total	23.7	14.7	41.6	20.0	100.0

[ ] Indicates concurrence of present and preferred mode of child care.

TABLE 16A

WORKING MOTHERS WHO REPORT CHILD CARE CENTERS

IN THEIR NEIGHBORHOODS

Mother's Response	Age of Child		TOTAL
	Preschool	School Age	
	Number		
Yes	79	38	117
No	53	38	91
Don't Know	42	56	98
No Response	2	12	14
Total	176	144	320
	Percent		
Yes	44.9	26.4	36.6
No	30.1	26.4	28.4
Don't Know	23.9	38.9	30.6
No Response	1.1	8.3	4.4
Total	100.0	100.0	100.0

TABLE 17A

WORKING MOTHERS WHO ARE AWARE OF THE NEW TAX LAW ENABLING DEDUCTION OF CHILD CARE EXPENSES

Are Aware of New Tax Law	Number	%
Yes	143	44.7
No	169	52.8
No Response	8	2.5
TOTAL	320	100.0

TABLE 18A

EMPLOYER ARRANGEMENTS TO ALLEVIATE MOTHERS' CHILD CARE RELATED PROBLEMS

Permission to Telephone or to Receive Calls from Home When Necessary	25
Arrangement for Counseling	26
Arrangement for Revised Work Schedules	20
Arrangement for Part-Time Work	17
Re-Scheduling of Vacations and Time Off During School Holidays	3
Providing Information About Child Care Services	2
Arrangement for Different Work Location	2
Total N*	29

* Total exceeds number of respondents because many respondents indicated more than one answer.

FEMALE EMPLOYEE INTERVIEW GUIDE

DAY CARE COUNCIL OF NEW YORK
AND
PEAT, MARWICK, MITCHELL & CO.

DATE: _____

INTERVIEWER: _____

COMPANY: _____

INTERVIEW NUMBER: _____

1. How many children do you have? _____
   a) Indicate which of the following age groups they fall within:

Age Groups	Number of Children
Birth, up to 2 years	_____
2 years to 5 years	_____
5 years to 10 years	_____
10 years to 14 years	_____
over 14 years	_____

2. How long does it take you to get to work, usually?
   ___up to 30 min.
   ___45 min.
   ___60 min.
   ___hour and a quarter
   ___hour and a half
   ___hour and three quarters
   ___two hours
   ___ two hours and a quarter

3. How do you get to work?
   ___bus (No. of transfers ___)
   ___ subway (No. of transfers___
   ___walk, all the way
   ___drive car
   ___ride in another's car
   ___taxi cab
   ___Other (describe)_____

4. How many hours do you regularly work each day between:

Time Period	Mon.	Tues.	Weds.	Thurs.	Fri.	Sat.	Sun.
7 a.m. - 6 p.m.	___	___	___	___	___	___	___
6 p.m. - midnight	___	___	___	___	___	___	___
Total, each week	___	___	___	___	___	___	___

   a) Do you work the same hours and days each week?

   _____ yes
   _____ no

5. While you are at work, how are your pre-school children cared for?
   They are -

At my home with:	At the home of a:	Enrolled in:
___Neighbor	___Neighbor	___Nursery School
___Adult relative	___Adult relative	___Child Care Center
___Friend	___Friend	___Headstart
___Their brother or sister	___Other	___Other

   a) If they are cared for away from your home, how much extra time do you have to allow in your trip to work for dropping your children off?_____

   b) If they are cared for at your home with their brothers or sisters, what are the ages of the brothers or sisters?

   _____

   c) Is this arrangement the same for each day you work, or does it vary? ___same ___varies

   d) If it varies, explain: _____

   _____

   e) Do you have any concerns that whoever is now caring for your children may not be able to continue to do so?

   ___Yes ___No

   f) If yes, explain: _____

g) What do you do when your children are sick?

_____

_____

6. Are any of your school age children out of school before you come home from work?

___yes
___no

a) If yes, how are they cared for until you (or your husband) get home?

At my home with:	They are: At the home of a:	Other:
___Father	___Neighbor	
___Neighbor	___Adult relative	
___Adult relative	___Friend	
___Friend	___Other	
___Their brother or sister		
___No one		

b) If they are cared for at your home with their brother or sister, what are the ages of the brother or sister?

_____

c) Is this arrangement the same for each day you work, or does it vary?

___same
___varies

d) If it varies, explain: _____

e) Do you have any concerns that whoever is now caring for your children may not be able to continue to do so?

___yes
___no

f) If yes, explain: _____

g) What do you do when your children are sick?

_____

_____

7. Do you have any other children who are not living with you?

___yes
___no

a) If yes, where are they? _____

Who cares for them? _____

8. How much money do you pay each week for the care of each of your children, while you work?

Child	Weekly amount paid
#1	_____
#2	_____
#3	_____
#4	_____
#5	_____
#6	_____

Total children ___ Total Amount Paid Weekly _____

9. How would you prefer to care for your children. (Suggest the following choices.)

Care provided by:	At my home	At their home	Near my home	Near their home
Neighbor				
Adult relative				
Friend				
Nursery school, day care center, or Headstart				
Licensed and supervised family day care home				
Other				

10. Are you generally satisfied with your present arrangements for your children?

____ yes
____ no

a) More specifically, are you satisfied that:

Yes	No	
____	____	Food and meals are adequate?
____	____	There is enough supervision?
____	____	Your children are learning enough?
____	____	Your children are safe while at play, or while going to school?
____	____	Undesirable persons are not in contact with your children?
____	____	Your arrangements are not too expensive?
____	____	Other (explain) _____.

11. Is there a child care center in your neighborhood available to you?

____ Yes
____ No
____ I don't know

a) if yes, and you are not using it, why?

____ It is too expensive for families at my income level.
____ It is filled to capacity and has a long waiting list.
____ I understand it serves only families at the poverty income level.
____ It is not near enough to my home.
____ It is not near enough to my work.
____ It may not provide enough or the right kind of education.
____ I don't know enough about it.
____ I already have a satisfactory arrangement.
____ Other (explain)

12. If a child care center were established at or near your work place, would it be feasible to bring your pre-school children with you every day? (Be sure to consider crowded subways and busses at the rush hour, night travel, etc.)

____ yes
____ no

a) If no, why? _____.

13. Why do you work?

____ I like to work.
____ I add to my husband's earnings, or the earnings of a relative.
____ I am the sole support of myself and my family.
____ Other (explain) _____.

14. I would like to ask you some questions about any freedom you may have at work to look after your child's problems, when it is necessary to do so:

Yes	No	
____	____	Are you able to telephone your home if you feel you need to?
____	____	Can you leave work early or come in late, if you feel you need to?
____	____	Can you take days off for special needs, such as taking your children to the clinic, Parents'Day visits at school, etc?
____	____	Can you change your shift (yet still work the same number of hours) if you need to?
____	____	Other (Explain) _____.

15. Have you ever asked anyone at work for advice on finding a person, day care center, or a community center to care for your children?

____ yes
____ no

a) If yes, whom did you ask?

____ Supervisor
____ Union representative
____ Personnel department member
____ Friend
____ Other

b) Did you receive any useful advice or guidance?

____ yes
____ no

16. Have you had off-the-job problems in recent months that interfered with your performance, (lateness, absence, etc) in your judgement?

____ yes
____ no

a) If yes, what did these personal problems involve?

____ My own illness/accident, or my husband's illness/ accident.
____ Moving my home.
____ Caring for my children during their illness or special need.
____ Caring for my children when child care arrangements did not work out.
____ Caring for relatives during their illness.
____ Fire, theft, or damage in my home.
____ Other, (describe)_____.

17. Have you ever left a job because of problems in providing care for your children?

____ yes
____ no

18. Have you seriously thought of quitting during the past year because of child care responsibility?

____ yes
____ no

19. What is your job title? _____.

20. Do you work ____ Full time?
____ Part time?

21. If you work part-time, would you work full time if you did not have responsibility for children?

____ yes
____ no

22. How far have you gone in school?

____ 8th Grade or less
____ High school
____ Business secretarial or trade school
____ College (without graduating)
____ College
____ Graduate work

23. Did you come to your present job as a result of a training program sponsored by your employer?

___ Yes
___ No

If yes, explain: _____

24. Are you aware of the new law enabling you to deduct certain expenses from your income tax for the care of your children while you work?

___ Yes
___ No

a) If yes, do you think this will make any difference in your present child care arrangements?

___ Yes
___ No

b) If yes, explain: _____

Questions to be answered by the interviewer

1. What was the race of the intervewee?

___ White
___ Black
___ Latin/American
___ Asian
___ Other

2. Were there any factors concerning the interview which are important in influencing inclusion or exclusion of the interviewee's response in our findings?

___ Yes
___ No

If yes, explain below: _____

3. Was the employee's comprehension of the English language such that she may not have understood the questions?

___ Yes
___ No

4. Other observations and comments:

_____

_____

_____

_____

GLOSSARY

day worker	an employee who, in this study, regularly works Monday through Friday up to a point in time generally not past 6 p.m.
full-time employee	an employee who normally works the full work shift as required by his or her employer
key staff employees	managers and supervisors interviewed in the participating firms, and employees who have responsibility for employee counseling
night worker	an employee who, in this study, regularly works Monday through Friday, usually starting around 3 p.m. and going to midnight
occupational classification	a standard classification used by the U.S. Department of Labor to describe major common employee job categories. In this study the following are used:

Clerical - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly nonmanual, though some manual work not directly involved with altering or transporting the products is included.

Managerial - Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations.

Operatives (semiskilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training.

Professional and Administrative - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Sales - Occupations engaging wholly or primarily in direct selling.

Service Workers - Workers in both protective and nonprotective service occupations including attendants (hospitals and other institutions, including nurses aides and orderlies), cleaners, cooks, elevator operators, janitors, porters, waiters and waitresses, and kindred workers.

Technicians - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through about two years of post-high-school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training.

off-the-job problem	a problem experienced by employees which is related to their private life but which, because of its perceived magnitude, may have some influence over work performance
organized group care	care for children in a group setting which is recognized and licensed by New York City
part-time employee	an employee who normally works less than the full work shift as required by his or her employer
personnel policy	the policy of the organization, either expressed or implicit, concerning its relationship with and obligation to its employees
personnel practice	the day-to-day implementation of personnel policy. Personnel practice may deviate, at times, significantly, from policy.
preschool children	children who are not yet in school, generally because of age. This category includes children from birth to their fifth birthday. In this study this also includes older children when the mother's response could not be differentiated.
school age children	children from the age of six to eighteen
sole support	a person who is the sole source of income for a family unit
weekend worker	an employee who, in this study, regularly works either or both Saturday or Sunday, generally not past 6 p.m. She normally works some weekdays also.
weekend night worker	an employee who, in this study, regularly works either or both Saturday or Sunday, generally past 6 p.m. She usually works some weekdays also.
work shift	a specific segment (usually 7-8 hours in length) of the 24-hour day during which employees of an organization may be required to work. Work shifts are usually designated as "day," "evening," or "night."
working mother	a mother employed by one of the participating organizations, with a child or children between the ages of birth and 18 years.

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